



Supported Employment Fidelity Review

Northern Human Services

On Site Review Dates: February 6th, 7th, & 8th, 2018

Final Report Date: February 20, 2018

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ACRONYMS

ACT - Assertive Community Treatment
BMHS - NH Bureau of Mental Health Services
CMHC - Community Mental Health Center
CSP - Community Support Program
DHHS - Department of Health and Human Services
DHMC - Dartmouth Hitchcock Medical Center
EBP - Evidence-Based Practice
ES - Employment Specialist
MH - Mental Health
MH Tx Team - Mental Health Treatment Team
NH - New Hampshire
NHH - New Hampshire Hospital
PSA - Peer Support Agency
QA - Quality Assurance
QIP - Quality Improvement Program
SAS - Substance Abuse Specialist
SE - Supported Employment
SMI - Severe Mental Illness
SPMI - Severe and Persistent Mental Illness
TL - Team Leader
Tx - Treatment
VR - Vocational Rehabilitation

AGENCY DESCRIPTION

Christine Powers, LICSW and David Lynde, LICSW from Dartmouth-Hitchcock Medical Center conducted an SE Fidelity Review with Northern Human Services (NHS) on from February 6th through 8th, 2018. NHS mental health center covers the most rural part of New Hampshire and has many locations throughout upper New Hampshire. NHS has 3 small SE teams in 3 locations: Berlin, Conway, and Littleton. The reviewers visited the Berlin site on 2/6/18, the Littleton site on 2/7/18, and the Conway site on 2/8/18.

METHODOLOGY

The reviewers are grateful for the professional courtesies and work invested by the NHS staff in developing and providing these activities as part of SE fidelity review process at each site.

The sources of information used for this review included:

- Reviewing SE client records
- Reviewing documents regarding SE services
- Reviewing data from the SE teams
- Observation of SE Supervision Meetings
- Observation of Integrated Mental Health Treatment Team Meetings
- Interviews with the following: Members of the Executive Leadership Team, SE Team Leaders, Employment Specialists, Medication Prescribers, CSP Directors, other CMHC staff, and Vocational Rehabilitation counselors
- Meetings with SE clients

KEY☒ = In effect☐ = Not in effect**REVIEW FINDINGS AND RECOMMENDATIONS**

The following table includes: Fidelity items, numeric ratings, rating rationale, and recommendations. Ratings range from 1 to 5 with 5 being highest level of implementation.

#	Item	Rating	Rating Rationale	Recommendations
STAFFING				
1	Caseload Size	Berlin 5	0.95 FTE Employment Specialist is currently serving 15 clients in SE Services. The ratio of clients to Employment Specialists is 1:16.	
		Conway 5	1.25 FTE Employment Specialists are currently serving 11 clients in SE Services. The ratio of clients to Employment Specialists is 1:9.	
		Littleton 5	2.0 Employment Specialists are currently serving 37 clients in SE Services. The ratio of clients to Employment Specialists is 1:19.	
2	Employment Services Staff	Berlin 5	Employment Specialist appears to only provide SE services.	
		Conway 5	Employment Specialists appear to only provide SE services.	
		Littleton 5	Employment Specialists appear to only provide SE services.	

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3	Vocational Generalists	Berlin 5	<p>Employment Specialist carries out a full range of SE activities with clients including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> engagement <input checked="" type="checkbox"/> completing vocational profiles <input checked="" type="checkbox"/> developing employment goals <input checked="" type="checkbox"/> job search <input checked="" type="checkbox"/> job development and <input checked="" type="checkbox"/> follow along supports for employed clients 	
		Conway 5	<p>Employment Specialists carry out a full range of SE activities with clients including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> engagement <input checked="" type="checkbox"/> completing vocational profiles <input checked="" type="checkbox"/> developing employment goals <input checked="" type="checkbox"/> job search <input checked="" type="checkbox"/> job development and <input checked="" type="checkbox"/> follow along supports for employed clients 	
		Littleton 5	<p>Employment Specialists carry out a full range of SE activities with clients including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> engagement <input checked="" type="checkbox"/> completing vocational profiles <input checked="" type="checkbox"/> developing employment goals <input checked="" type="checkbox"/> job search <input checked="" type="checkbox"/> job development and <input checked="" type="checkbox"/> follow along supports for employed clients 	

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ORGANIZATION				
1	Integration of Rehab w/MH Tx through team assignment	Berlin 5	The Employment Specialist is attached to two mental health treatment teams, the ACT team and the adult CSP team, from which her entire caseload is compromised.	
		Conway 5	One Employment Specialist is attached to two mental health treatment teams, from which her caseload is compromised, while the other Employment Specialist is attached to one mental health treatment team, from which her entire caseload is compromised.	
		Littleton 5	Both Employment Specialists are each attached to one mental health treatment team, from which their entire caseloads are compromised.	
2	Integration of Rehab w/MH Tx through frequent contact	Berlin 4	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Employment Specialist attends mental health treatment team meetings several days per week. <input checked="" type="checkbox"/> Employment Specialist participates actively in treatment team meetings with shared decision-making. <input checked="" type="checkbox"/> Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into client's mental health record. <input checked="" type="checkbox"/> Employment Specialist's office is in close proximity to (or shared with) their mental health treatment team members. <p>According to observation of team meeting, it appears as though the Employment Specialist reviews shared clients already on SE and does not offer recommendations for potential new SE clients.</p>	While the Employment Specialist does attend some of the CSP team meeting, it is important to assure the Employment Specialist is present for the whole team meeting to help other team members think about employment for clients who have not yet been referred to SE services.

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		Conway 3	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists participate actively in treatment team meetings with shared decision-making. <input checked="" type="checkbox"/> Employment services documentation is integrated into client's mental health record. <input checked="" type="checkbox"/> Employment Specialists' offices are in close proximity to their mental health treatment team members. <p>Both Employment Specialists do not attend teams, as one Employment Specialist attends several mental health treatment team meetings per week, and one Employment Specialist very rarely attends team meetings.</p> <p>According to observation of team meeting, it appears as though the Employment Specialist reviews shared clients already on SE and does not offer recommendations for potential new SE clients.</p>	<p>The SE Team Leader should explore ways for each Employment Specialist to attend each treatment team they are assigned clients on weekly. Increasing contact with an integrated team provides a more cohesive team approach, keeping current on client goals and clinical information, learning about potential job leads, and assisting the team with identifying clients that may benefit from the SE program.</p> <p>When the agency hires more Employment Specialists, they will be able to attend team meetings on a regular basis to provide fully integrated SE services.</p>
		Littleton 4	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> One Employment Specialist attends the Adult CSP treatment team meeting weekly, and the other Employment Specialist attends the ACT meeting daily. <input checked="" type="checkbox"/> Employment Specialists participate actively in treatment team meetings with shared decision-making. <input checked="" type="checkbox"/> Employment services documentation is integrated into client's mental health record. <input checked="" type="checkbox"/> Employment Specialists' offices are in close proximity to their mental health treatment team members. <p>According to observation of team meeting, it appears as though the Employment Specialist reviews shared clients already on SE and does not offer recommendations for potential new SE clients.</p>	<p>One of the key functions of the Employment Specialist is to play an active role in Mental Health Treatment Team meetings (including CSP and ACT) by being an active advocate for treatment team members to refer clients directly to SE services.</p>

#	Item	Rating	Rating Rationale	Recommendations
3	Collaboration between Employment Specialist & Voc Rehab Counselor	Berlin 2	<input type="checkbox"/> Employment Specialist and Vocational Rehabilitation counselor have client-related contacts (phone, e-mail, in-person) at least monthly to discuss shared clients. <input type="checkbox"/> The SE Team and VR counselor have scheduled face-to-face meetings at least monthly to discuss referrals. VR and the Employment Specialist communicate via phone approximately bi-monthly and do not have scheduled face-face meetings. The VR counselor in Berlin reported very limited use of and referral to VR services there.	It is important to establish a way to have regular monthly face-face scheduled meetings for VR counselors and Employment Specialists to discuss potential referrals, as well as identify any barriers identified clients are facing and discuss possible solutions.
		Conway 3	<input checked="" type="checkbox"/> Employment Specialists and Vocational Rehabilitation counselor have client-related contacts (phone, e-mail, in-person) at least monthly to discuss shared clients. <input type="checkbox"/> The SE Team and VR counselor have scheduled face-to-face meetings at least monthly to discuss referrals. Employment Specialists and VR communicate via phone at least monthly and don't have scheduled face-face meetings.	It is important to establish a way to have monthly face-face scheduled meeting for VR counselors and Employment Specialists to discuss potential referrals, as well as identify any barriers identified clients are facing and discuss possible solutions.
		Littleton 4	<input checked="" type="checkbox"/> Employment Specialists and Vocational Rehabilitation counselors have client-related contacts (phone, e-mail, in-person) at least monthly to discuss shared clients. <input type="checkbox"/> The SE Team and VR counselors have scheduled face-to-face meetings at least monthly to discuss referrals. Employment Specialists and VR communicate via phone at least monthly and have scheduled face-face meetings at least quarterly. The VR counselor reports limited use of VR services.	It is important to establish a way to have monthly face-face scheduled meeting for VR counselors and Employment Specialists to discuss potential referrals, as well as identify any barriers identified clients are facing and discuss possible solutions. The SE Team Leader should consider increasing face-face scheduled meetings to monthly with the Employment Specialists and the VR counselor.

#	Item	Rating	Rating Rationale	Recommendations
4	Vocational Unit	Berlin 1	<p>The SE team has a part-time SE Team Leader and one full time Employment Specialist; thus, there is not a team available to share job leads, problem-solve, share responsibilities, or provide coverage.</p> <p>The multi-site meeting that occurs somewhat regularly between the three SE programs from Northern Human Services is an important learning tool across sites; however, this meeting does not support important Vocational Unit activities, such as sharing job leads or providing coverage for cases from other sites.</p>	Given the number of clients who would benefit from SE services, the agency should consider hiring another Employment Specialist at this site. Hiring another Employment Specialist would provide the benefit of working with another peer to assist in problem solving, as well as sharing job leads, other responsibilities, and coverage.
		Conway 4	<p><input type="checkbox"/> The SE team has at least 2 full time Employment Specialists & a Team Leader that form an employment unit.</p> <p><input checked="" type="checkbox"/> The SE team has weekly client-based group supervision based on the Supported Employment model in which strategies are identified.</p> <p><input checked="" type="checkbox"/> Job leads are shared.</p> <p><input checked="" type="checkbox"/> The SE team provides coverage for each others' caseloads when needed.</p> <p>The SE team has 1.25 FTE Employment Specialists and a part-time SE Team Leader.</p> <p>The multi-site meeting that occurs somewhat regularly between the three SE programs from Northern Human Services is an important learning tool across sites; however, this meeting does not support important Vocational Unit activities such as, sharing job leads or providing coverage for cases from other sites.</p>	Given the number of clients who would benefit from SE services, the agency should consider increasing to part-time Employment Specialist position to 1.0 FTE or consider hiring another Employment Specialist. It is worth noting that the Conway site is currently recruiting for an Employment Specialist.

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		Littleton 3	<input checked="" type="checkbox"/> The SE team has 2 full time Employment Specialists and an SE Team Leader that form an employment unit. <input type="checkbox"/> The SE team has weekly client-based group supervision based on the SE model in which strategies are identified. <input type="checkbox"/> Job leads are shared. <input checked="" type="checkbox"/> The SE team provides coverage for each other's' caseloads when needed. <p>During bi-weekly meetings, the typical course is that the Employment Specialists each run through each of their caseloads in a set aside time at the meeting.</p> <p>The multi-site meeting that occurs somewhat regularly between the three SE programs from Northern Human Services is an important learning tool across sites, however this meeting does not support important Vocational Unit activities such as, sharing job leads or providing coverage for cases from other sites.</p>	The SE Team leader should increase SE supervision meetings to weekly, as well as carefully structure SE team meetings in order to include problem-solving, reviewing client goals, sharing successes, sharing job leads, and discussing coverage when needed.
5	Role of Employment Supervisor	Berlin 3	<p>The SE Team Leader or Supervisor carries out the following supervision functions:</p> <input checked="" type="checkbox"/> The SE Supervisor is responsible for supervising a 0.95 FTE Employment Specialist. <input checked="" type="checkbox"/> The SE Supervisor conducts weekly SE team meetings. <input checked="" type="checkbox"/> The SE Supervisor works to assure integration with different treatment teams. <input type="checkbox"/> The SE Supervisor takes an active role in training, and providing field mentoring for new SE staff. <input type="checkbox"/> The SE Supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate.	<p>The SE team would benefit from more SE supervisory time for field mentoring to assure effective and well-integrated employment services. Field mentoring would provide opportunity for the SE Team Leader to provide feedback to the Employment Specialist on their current abilities and their job development strategies and skills.</p> <p>The SE team leader should establish a way to review the employment rate for clients within the SE program regularly and establish goals for increasing this employment rate.</p>

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		Conway 3	<p>The SE Team Leader or Supervisor carries out the following supervision functions:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The SE Supervisor is responsible for supervising 1.25 FTE Employment Specialists. <input checked="" type="checkbox"/> The SE Supervisor conducts weekly SE team meetings. <input checked="" type="checkbox"/> The SE Supervisor works to assure integration with different treatment teams. <input type="checkbox"/> The SE Supervisor takes an active role in training, and providing field mentoring for new SE staff. <input type="checkbox"/> The SE Supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate. 	<p>The SE team would benefit from more SE supervisory time for field mentoring to assure effective and well-integrated employment services. Field mentoring would assist Employment Specialists in learning new skills, as well as provide opportunity for the SE Team Leader to provide feedback to Employment Specialists on current abilities and their job development strategies and skills. This is especially important for new and developing Employment Specialists.</p> <p>The SE team leader should establish a way to review the employment rate for clients within the SE program regularly and establish goals for increasing this employment rate.</p>
		Littleton 2	<p>The SE Team Leader or Supervisor carries out the following supervision functions:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The SE Supervisor is responsible for supervising 2 FTE Employment Specialists. <input type="checkbox"/> The SE Supervisor conducts weekly SE team meetings. <input checked="" type="checkbox"/> The SE Supervisor works to assure integration with different treatment teams. <input type="checkbox"/> The SE Supervisor takes an active role in training, and providing field mentoring for new SE staff. <input type="checkbox"/> The SE Supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate. <p>The SE Supervisor conducts SE team meetings bi-weekly on Fridays.</p>	<p>The SE team would benefit from increased SE supervisory time for field mentoring to assure effective and well-integrated employment services. Field mentoring would assist Employment Specialists in learning new skills, as well as provide opportunity for the SE Team Leader to provide feedback to Employment Specialists on current abilities and their job development strategies and skills. This is especially important for new and developing Employment Specialists.</p> <p>The SE team leader should establish a way to review the employment rate for clients within the SE program regularly and establish goals for increasing this employment rate.</p> <p>The SE Team leader should increase SE supervision meetings to weekly, as well as carefully structure SE team meetings in order to include problem-solving, reviewing client goals, sharing successes, sharing job leads, and discussing coverage when needed.</p>

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6	Zero Exclusion Criterion	Berlin 3	<ul style="list-style-type: none"> ☑ All clients interested in working have access to Supported Employment services. ☑ Mental Health practitioners encourage clients to consider employment, and referrals for Supported Employment are solicited by many sources. ☑ Employment Specialist offers help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. <p>Prevocational programs and protected work experiences, such as work crews or agency-run businesses ("Custom Services") do exist alongside of the SE program, and this is not consistent with zero exclusion. Sources indicated several clients are in the "Custom Services" agency work crew. Several sources also reported that referrals to "Custom Services" are based on client symptoms, lack of social skills, limited independence, and high anxiety.</p>	<p>The presence of an agency work crew "Custom Services" presents an enormous challenge for the SE program in Berlin to provide full inclusion (zero exclusion) of all clients interested in work. Despite the repeated descriptions from the leadership at NHS that the agency work crew is completely separate from SE, there is no evidence that the staff or the clients in Berlin treat it this way. Several circumstances were noted, observed, described and identified where staff referred clients to "Custom Services" instead of SE because of the staff members' own concerns, fears and anxieties about how clients would do in competitive work environments.</p> <p>The agency should strongly consider phasing out the "Custom Services" program.</p> <p>NHS should also consider providing multiple training opportunities and messaging for front line staff, supervisors, clients and all SE staff regarding the fundamental principle of SE service being available to all clients regardless of work history, symptoms, substance use, recent hospitalizations or other staff fears, without using sheltered work, step-wise or work hardening employment strategies.</p>
		Conway 3	<ul style="list-style-type: none"> ☑ All clients interested in working have access to Supported Employment services. ☑ Mental Health practitioners encourage clients to consider employment, and referrals for Supported Employment are solicited by many sources. ☑ Employment Specialists offer help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. 	<p>The presence of an agency work crew "Odd Jobs" presents an enormous challenge for the SE program in Conway to provide full inclusion (zero exclusion) of all clients interested in work. Despite the repeated descriptions from the leadership at NHS that the agency work crew is completely separate from SE, there is no evidence that the staff or the clients in Conway treat it this way. Several circumstances were noted, observed, described and identified where staff</p>

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			<p>Prevocational programs and protected work experiences, such as work crews or agency-run businesses (“Odd Jobs”) do exist alongside of the SE program, and this is not consistent with zero exclusion. Sources indicated about 8 to 10 clients are in the “Odd Jobs” agency work crew. Clients are referred to “Odd Jobs” when the team believes they need structure and guidance, when staff is not sure a client will be comfortable in a work setting, and/or when clients are nervous about working.</p>	<p>referred clients to “Odd Jobs” instead of SE because of the staff members’ own concerns, fears and anxieties about how clients would do in competitive work environments.</p> <p>The agency should strongly consider phasing out the “Odd Jobs” program.</p> <p>The agency should also consider providing multiple training opportunities and messaging for front line staff, supervisors, clients and all SE staff regarding the fundamental principle of SE service being available to all clients regardless of work history, symptoms, substance use, recent hospitalizations or other staff fears, without using sheltered work, step-wise or work hardening employment strategies.</p>
		Littleton 3	<p> <input checked="" type="checkbox"/> All clients interested in working have access to Supported Employment services. <input checked="" type="checkbox"/> Mental Health practitioners encourage clients to consider employment, and referrals for Supported Employment are solicited by many sources. <input checked="" type="checkbox"/> Employment Specialists offer help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. </p> <p>Prevocational programs and protected work experiences, such as work crews or agency-run businesses (“Clean and Green”) do exist alongside of the SE program, and this is not consistent with zero exclusion. Sources indicated about 20 clients are in the “Clean and Green” agency work crew. Several sources also reported that “Clean and Green” is used as a step-wise approach to phase clients into Supported Employment.</p>	<p>The presence of an agency work crew “Clean and Green” presents an enormous challenge for the SE program in Littleton to provide full inclusion (zero exclusion) of all clients interested in work. Despite the repeated descriptions from the leadership at NHS that the agency work crew is completely separate from SE, there is no evidence that the staff or the clients in Littleton treat it this way. Several circumstances were noted, observed, described and identified where staff referred clients to “Clean and Green” instead of SE because of the staff members’ own concerns, fears and anxieties about how clients would do in competitive work environments.</p> <p>The agency should strongly consider phasing out the “Clean and Green” program.</p>

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				The agency should also consider providing multiple training opportunities and messaging for front line staff, supervisors, clients and all SE staff regarding the fundamental principle of SE service being available to all clients regardless of work history, symptoms, substance use, recent hospitalizations or other staff fears, without using sheltered work, step-wise or work hardening employment strategies.
7	Agency Focus on Competitive Employment	Berlin 3	<p>The agency promotes competitive work through multiple strategies, including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Agency intake includes questions about interest in employment. <input checked="" type="checkbox"/> Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews. <input checked="" type="checkbox"/> Agency displays written postings about working and SE services, in lobby and other waiting areas. <input type="checkbox"/> Agency supports ways for clients to share work stories with other clients and staff at least twice a year. <input type="checkbox"/> Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff. 	<p>The SE Leader may want to consider adding additional written postings / posters to the lobby and waiting room areas for clients to see who are not yet in the SE program.</p> <p>NHS should consider developing multiple formal ways for clients who are not yet employed to hear employment success stories. Some examples include: Having an SE client employee of the month recognition or having a panel of employed clients speaking to clients who are not yet working.</p> <p>The agency should explore ways to measure and share the competitive employment rate for all clients across the agency. Sharing the employment rate educates agency staff about work as a recovery goal, program performance, and program goals.</p>

#	Item	Rating	Rating Rationale	Recommendations
		Conway 3	<p>The agency promotes competitive work through multiple strategies, including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Agency intake includes questions about interest in employment. <input checked="" type="checkbox"/> Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews. <input checked="" type="checkbox"/> Agency displays written postings about working and SE services, in lobby and other waiting areas. <input type="checkbox"/> Agency supports ways for clients to share work stories with other clients and staff at least twice a year. <input type="checkbox"/> Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff. 	<p>The SE Leader may want to consider adding additional written postings / posters to the lobby and waiting room areas for clients to see who are not yet in the SE program.</p> <p>NHS should develop multiple formal ways for clients who are not yet employed to hear SE employment success stories. Some examples include: Having an SE client employee of the month recognition or having a panel of employed clients speaking to clients who aren't yet working.</p> <p>The agency should explore ways to measure and share the competitive employment rate for all clients across the agency. Sharing the employment rate educates agency staff about work as a recovery goal, program performance, and program goals.</p>
		Littleton 3	<p>The agency promotes competitive work through multiple strategies, including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Agency intake includes questions about interest in employment. <input checked="" type="checkbox"/> Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews. <input checked="" type="checkbox"/> Agency displays written postings about working and SE services, in lobby and other waiting areas. <input type="checkbox"/> Agency supports ways for clients to share work stories with other clients and at least twice a year. <input type="checkbox"/> Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff. 	<p>The SE Leader may want to consider adding additional written postings / posters to the lobby and waiting room areas for clients to see who are not yet in the SE program.</p> <p>NHS should develop multiple formal ways for clients who are not yet employed to hear employment SE success stories. Some examples include: Having an SE client employee of the month recognition or having a panel of employed clients speaking to clients who are not yet working</p> <p>The agency should explore ways to measure and share the competitive employment rate for all clients across the agency. Sharing the employment rate educates agency staff about work as a recovery goal, program performance, and program goals.</p>

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8	Executive Team Support for SE	All sites 3	<input checked="" type="checkbox"/> Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE. <input checked="" type="checkbox"/> Agency QA process includes an explicit review of the SE program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability. <input type="checkbox"/> At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services. <input type="checkbox"/> The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator. <input checked="" type="checkbox"/> SE Team Leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers.	<p>It is clear the NHS SE program is well regarded by the Executive Team. All members of the Executive Team appear to understand the principles of SE, while being aware of some of the strengths and challenges of the SE program.</p> <p>NHS should develop a multi-stakeholder steering committee to support and continue the development of SE services, as well as to discuss quality improvement.</p> <p>Multiple staff members indicated they hear about the value of SE services only from the SE Team Leader within the sites at the agency. The CEO might want to consider speaking about the value of employment at all-staff meetings and other opportunities.</p> <p>NHS should also explore ways to measure and share the competitive employment rate across all State eligible clients in order to reinforce work as a crucial recovery goal.</p>

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SERVICES				
1	Work Incentive planning	Berlin 3	<input type="checkbox"/> All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay. <input checked="" type="checkbox"/> Work incentive planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income. <input checked="" type="checkbox"/> Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable. <input type="checkbox"/> Clients are given information on where to access information about benefit planning. Information from records and staff reports indicate SE clients are frequently instructed to stay under substantial gainful activity (SGA). Although staying under SGA is one strategy for working with benefits, it is not the only strategy. This method keeps a limit on how much clients can earn and how self-independent clients can become when using the multiple work incentive programs available through the Social Security Administration or by a specialized Work Incentives counselor.	<p>While the SE program in Berlin does provide some basic information to clients regarding managing benefits via the agency "benefits specialist," this is not Work Incentive Counseling. The benefits specialist describes their position as keeping people on benefits, not providing Work Incentive Counseling, with the exception of helping clients to enroll in and maintain Medicaid for Employed Adults with Disability (MEAD). It is important for Northern Human Services to identify specially trained providers who can develop comprehensive work incentive counseling reports with multiple options for clients so they can make informed decisions about benefits and income with comprehensive and multiple options. Such services may be found at Granite State Independent Living as one example.</p> <p>The agency should contact the local Social Security office to have their designated work incentive liaison provide a basic overview training regarding work incentives for the CSP staff, including the SE team.</p>
		Conway 3	<input type="checkbox"/> All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay.	<p>While the SE program in Conway does provide some basic information and supports to clients regarding managing benefits via the agency "benefits specialist," this is not Work Incentive Counseling. The benefits specialist describes their position as keeping people on benefits, not providing Work Incentive Counseling, with the exception of helping clients to</p>

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			<input checked="" type="checkbox"/> Work incentive planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income. <input checked="" type="checkbox"/> Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable. <input type="checkbox"/> Clients are given information on where to access information about benefit planning. Information from records and staff reports indicate SE clients are frequently instructed to stay under substantial gainful activity (SGA). Although staying under SGA is one strategy for working with benefits, it is not the only strategy. This method keeps a limit on how much clients can earn and how self-independent clients can become when using the multiple work incentive programs available through the Social Security Administration or by a specialized Work Incentives counselor.	<p>enroll in and maintain Medicaid for Employed Adults with Disability (MEAD). It is important for Northern Human Services to identify specially trained providers who can develop comprehensive work incentive counseling reports with multiple options for clients so they can make informed decisions about benefits and income with comprehensive and multiple options. Such services may be found at Granite State Independent Living as one example.</p> <p>The agency should contact the local Social Security office to have their designated work incentive liaison provide a basic overview training regarding work incentives for the CSP staff including the SE team.</p>
		Littleton 3	<input type="checkbox"/> All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay. <input checked="" type="checkbox"/> Work incentive planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income. <input checked="" type="checkbox"/> Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable.	While the SE program in Littleton does provide some basic information and reporting supports to clients regarding managing benefits via the agency "benefits specialist," this is not Work Incentive Counseling. The benefits specialist describes their position as keeping people on benefits, not providing Work Incentive Counseling, with the exception of helping clients to enroll in and maintain Medicaid for Employed Adults with Disability (MEAD). It is important for Northern Human Services to identify specially trained providers who can develop comprehensive work incentive counseling reports with multiple options for clients so they can make informed decisions about benefits and income

#	Item	Rating	Rating Rationale	Recommendations
			<p><input type="checkbox"/> Clients are given information on where to access information about benefit planning.</p> <p>Information from records and staff reports indicate SE clients are frequently instructed to stay under substantial gainful activity (SGA). Although staying under SGA is one strategy for working with benefits, it is not the only strategy. This method keeps a limit on how much clients can earn and how self-independent clients can become when using the multiple work incentive programs available through the Social Security Administration or by a specialized Work Incentives counselor.</p>	<p>with comprehensive and multiple options. Such services may be found at Granite State Independent Living as one example.</p> <p>The agency should contact the local Social Security office to have their designated work incentive liaison provide a basic overview training regarding work incentives for the CSP staff including the SE team.</p>
2	Disclosure	Berlin 2	<p><input checked="" type="checkbox"/> Employment Specialist does not require all clients to disclose their psychiatric disability at the work site in order to receive services.</p> <p>Employment Specialist offers to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site only about 50% of the time.</p> <p>Employment Specialist does not appear to consistently discuss disclosure on more than one occasion.</p>	<p>Providing clients with choice and information regarding the use of "disclosure" regarding job development and follow along supports is a critical client-centered component of SE services. It would be helpful for the SE Team Leader to assure that Employment Specialists offer clients choices about disclosure multiple times throughout the employment process. For clients who are uncertain about "disclosure," it would be important for the Employment Specialist to help the client identify pros and cons for using it or not. It is also important for Employment Specialists to document each time the client is presented with information about disclosure and the client's choices regarding that each time.</p>

#	Item	Rating	Rating Rationale	Recommendations
		Conway 3	<input checked="" type="checkbox"/> Employment Specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services. Employment Specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site about 67% of the time, including discussing specific information to be disclosed. Employment Specialists do not appear to consistently discuss disclosure on more than one occasion.	Providing clients with choice and information regarding the use of “disclosure” regarding job development and follow along supports is a critical client-centered component of SE services. It would be helpful for the SE Team Leader to assure that Employment Specialists offer clients choices about disclosure multiple times throughout the employment process. For clients who are uncertain about “disclosure,” it would be important for the Employment Specialist to help the client identify pros and cons for using it or not. It is also important for Employment Specialists to document each time the client is presented with information about disclosure and the client’s choices regarding that each time.
		Littleton 4	<input checked="" type="checkbox"/> Employment Specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services. Employment Specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site about 67% of the time, including discussing specific information to be disclosed. Employment Specialists appear to frequently discuss disclosure on more than one occasion.	Providing clients with choice and information regarding the use of “disclosure” regarding job development and follow along supports is a critical client-centered component of SE services. It would be helpful for the SE Team Leader to assure that Employment Specialists offer clients choices about disclosure multiple times throughout the employment process. For clients who are uncertain about “disclosure,” it would be important for the Employment Specialist to help the client identify pros and cons for using it or not. It is also important for Employment Specialists to document each time the client is presented with information about disclosure and the client’s choices regarding that each time.

#	Item	Rating	Rating Rationale	Recommendations
3	Ongoing, Work-based Vocational Assessment	Berlin 2	According to records reviewed, 67% of clients had a completed and updated vocational profile that included preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. There appears to be a step-wise approach used with multiple clients in the SE program, such as volunteer jobs, as well as set-aside jobs or prevocational services via "Custom Services" vocational program.	NHS should establish a consistent process for Vocational Profiles to be regularly updated based on employment learning experiences, including job losses. Updated vocational profiles incorporate new information learned about the person's strengths, talents, and potential contributions to employers and conditions for the person success in a work environment from both the person's perspective, as well as the Employment Specialist's perspective. This creates a continuous learning cycle for the person regarding employment. Please review recommendation regarding fidelity item O6, Zero Exclusion.
		Conway 2	According to records reviewed, 33% of clients had a completed and updated vocational profile that included preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. There appears to be a step-wise approach used with some clients in the SE program, such as volunteer jobs, as well as set-aside jobs or prevocational services via "Odd Jobs" vocational program.	NHS should establish a consistent process for Vocational Profiles to be regularly updated based on employment learning experiences, including job losses. Updated vocational profiles incorporate new information learned about the person's strengths, talents, and potential contributions to employers and conditions for the person success in a work environment from both the person's perspective, as well as the Employment Specialist's perspective. This creates a continuous learning cycle for the person regarding employment. Please review recommendation regarding fidelity item O6, Zero Exclusion.

#	Item	Rating	Rating Rationale	Recommendations
		Littleton 3	According to records reviewed, 83% of clients had a completed and updated vocational profile that included preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. There appears to be a step-wise approach used with some clients in the SE program, such as volunteer jobs, as well as set-aside jobs or prevocational services via "Clean and Green" vocational program.	NHS should establish a consistent process for Vocational Profiles to be regularly updated based on employment learning experiences, including job losses. Updated vocational profiles incorporate new information learned about the person's strengths, talents, and potential contributions to employers and conditions for the person success in a work environment from both the person's perspective, as well as the Employment Specialist's perspective. This creates a continuous learning cycle for the person regarding employment. Please review recommendation regarding fidelity item O6, Zero Exclusion.
4	Rapid Job Search for Competitive Employment	Berlin 2	While a very limited number of clients have contact with an employer within a 2 month time period, there were several that were ambiguous. The length of time from program entry to contact with an employer of a competitive job is delayed by the presence of "Custom Services." <input checked="" type="checkbox"/> The SE program tracks employer contacts.	The SE Team Leader should require all SE staff to input information about a client's first contact with a potential employer or school in order implement a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data: <ul style="list-style-type: none"> - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.

#	Item	Rating	Rating Rationale	Recommendations
		Conway 3	<p>According to the data reviewed, the first face-face contact with an employer by the client or an Employment Specialist about a competitive job is on average 127 days after program entry.</p> <p><input checked="" type="checkbox"/> The SE program tracks employer contacts.</p>	<p>The SE Team Leader should require all SE staff to input information about a client's first contact with a potential employer or school in order implement a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data:</p> <ul style="list-style-type: none"> - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support <p>This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.</p>
		Littleton 2	<p>While a very limited number of clients have contact with an employer within a 2 month time period, there were several that were ambiguous. The length of time from program entry to contact with an employer of a competitive job is delayed by the presence of "Clean and Green."</p> <p><input checked="" type="checkbox"/> The SE program tracks employer contacts.</p>	<p>The SE Team Leader should require all SE staff to input information about a client's first contact with a potential employer or school in order implement a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data:</p> <ul style="list-style-type: none"> - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support <p>This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.</p>

#	Item	Rating	Rating Rationale	Recommendations
5	Individualized Job Search	Berlin 2	<p>According to the records reviewed, the Employment Specialist appears to make employer contacts based on job choices which reflect client's preferences, strengths, symptoms, and lessons learned from previous jobs approximately 40% of the time.</p> <p><input checked="" type="checkbox"/> When clients have limited work experience, Employment Specialist provides information about a range of job options in the community.</p>	The SE Team Leader should provide guidance to the Employment Specialist about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. Clients in SE are much more likely to be motivated about employment when they have specific individual goals.
		Conway 3	<p>According to the records reviewed, Employment Specialists appear to make employer contacts based on job choices which reflect client's preferences, strengths, symptoms, and lessons learned from previous jobs approximately 50% of the time.</p> <p><input checked="" type="checkbox"/> When clients have limited work experience, Employment Specialists provide information about a range of job options in the community.</p>	The SE Team Leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. Clients in SE are much more likely to be motivated about employment when they have specific individual goals.
		Littleton 3	<p>According to the records reviewed, Employment Specialists appear to make employer contacts based on job choices which reflect client's preferences, strengths, symptoms, and lessons learned from previous jobs approximately 50% of the time.</p> <p><input checked="" type="checkbox"/> When clients have limited work experience, Employment Specialists provide information about a range of job options in the community.</p>	The SE Team Leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. Clients in SE are much more likely to be motivated about employment when they have specific individual goals.

#	Item	Rating	Rating Rationale	Recommendations
6	Job Development - Frequent Employer Contact	Berlin 3	<p>According to the data reviewed, the Employment Specialist makes about 4 face-face employer contacts on average that are client specific per week.</p> <ul style="list-style-type: none"> ☑ Employment Specialist uses a system for tracking employer contacts. ☑ The tracking system is reviewed by the SE Supervisor on at least a weekly basis. 	The Employment Specialist should make 6 in-person employment contacts each week. Those contacts should be regularly documented in a job development log accessible to all SE staff members. Frequent job development allows for Employment Specialists to be knowledgeable about fluctuating requirements of different jobs and the range and needs of employers in their community.
		Conway 3	<p>According to the data reviewed, Employment Specialists make approximately 3 face-face employer contacts on average that are client specific per week.</p> <ul style="list-style-type: none"> ☑ Employment Specialists use a system for tracking employer contacts. ☑ The tracking system is reviewed by the SE Supervisor on at least a weekly basis. 	Each Employment Specialist should make 6 in-person employment contacts each week. Those contacts should be regularly documented in a job development log accessible to all SE staff members. Frequent job development allows for Employment Specialists to be knowledgeable about fluctuating requirements of different jobs and the range and needs of employers in their community.
		Littleton 3	<p>According to the data reviewed, the SE team makes 3 face-face employer contacts per week on average between the 2 Employment Specialists. One Employment Specialist makes approximately 4.8 face-face employer contacts on average that are client specific per week, while the other Employment Specialist makes approximately 0.9 face-face employer contacts on average that are client specific per week.</p> <ul style="list-style-type: none"> ☑ Employment Specialists use a system for tracking employer contacts. ☑ The tracking system is reviewed by the SE Supervisor on at least a weekly basis. 	Each Employment Specialist should make 6 in-person employment contacts each week. Those contacts should be regularly documented in a job development log accessible to all SE staff members. Frequent job development allows for Employment Specialists to be knowledgeable about fluctuating requirements of different jobs and the range and needs of employers in their community.

#	Item	Rating	Rating Rationale	Recommendations
7	Job Development - Quality of Employer Contact	Berlin 5	<ul style="list-style-type: none"> ☑ Employment Specialist meets employer when helping clients turn in job applications. ☑ Employment Specialist contacts employers to ask about job openings and then shares these “leads” with clients. ☑ Employment Specialist follows up on advertised job openings by introducing self, describing program, and asking employer to interview client. ☑ Employment Specialist meets with employers in person, advocates for clients by describing strengths and asks employers to interview clients. ☑ Employment Specialist builds relationships w/employers through multiple visits in-person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, and describe client strengths that are a good match for the employer. 	
		Conway 5	<ul style="list-style-type: none"> ☑ Employment Specialists meets employer when helping clients turn in job applications. ☑ Employment Specialists contact employers to ask about job openings and then shares these “leads” with clients. ☑ Employment Specialists follow up on advertised job openings by introducing self, describing program, and asking employer to interview client. ☑ Employment Specialists meet with employers in person, advocates for clients by describing strengths and asks employers to interview clients. ☑ Employment Specialists build relationships w/employers through multiple visits in-person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, and describe client strengths that are a good match for the employer. 	

#	Item	Rating	Rating Rationale	Recommendations
		Littleton 5	<ul style="list-style-type: none"> ☑ Employment Specialists meets employer when helping clients turn in job applications. ☑ Employment Specialists contact employers to ask about job openings and then shares these “leads” with clients. ☑ Employment Specialists follow up on advertised job openings by introducing self, describing program, and asking employer to interview client. ☑ Employment Specialists meet with employers in person, advocates for clients by describing strengths and asks employers to interview clients. ☑ Employment Specialists build relationships w employers through multiple visits in-person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, and describe client strengths that are a good match for the employer. 	
8	Diversity of Job Types	Berlin 4	According to the data reviewed, the Employment Specialist assist clients to obtain different types 75% of the time.	The SE Team should develop working relationships with identified community employers that match with each client’s specific employment goals via job development.
		Conway 5	According to the data reviewed, Employment Specialists assist clients to obtain different types 100% of the time.	
		Littleton 3	According to the data reviewed, Employment Specialists assist clients to obtain different types 64% of the time.	The SE Team should develop working relationships with identified community employers that match with each client’s specific employment goals via job development.

#	Item	Rating	Rating Rationale	Recommendations
9	Diversity of Employers	Berlin 5	According to the data reviewed, the Employment Specialist assists clients to obtain jobs with different employers 100% of the time.	
		Conway 5	According to the data reviewed, Employment Specialists assist clients to obtain jobs with different employers 100% of the time.	
		Littleton 3	<p>According to the data reviewed, Employment Specialists assist clients to obtain jobs with different employers 64% of the time.</p> <p>Several clients in the SE program were placed in the “Clean and Green” vocational program.</p>	The SE Team should develop working relationships with identified community employers that match with each client’s specific employment goals via job development
10	Competitive Jobs	Berlin 2	According to the data reviewed, the Employment Specialist provides options for permanent competitive jobs on an inconsistent basis. Several SE clients were placed in the “Custom Services” vocational program either prior to looking for competitive employment or presently.	<p>The SE Team Leader might want to review the meaning of ‘competitive’ jobs and the focus on competitive jobs with the Employment Specialists regularly.</p> <p>Please review recommendation regarding fidelity item O6, Zero Exclusion.</p>
		Conway 1	There are currently fewer than 10 clients who hold competitive jobs	<p>The SE Team Leader might want to review the meaning of ‘competitive’ jobs and the focus on competitive jobs with the Employment Specialists regularly.</p> <p>Please review recommendation regarding fidelity item O6, Zero Exclusion.</p>

#	Item	Rating	Rating Rationale	Recommendations
		Littleton 2	According to the data reviewed, Employment Specialists provide options for permanent competitive jobs about 68% of the time. Several SE clients were placed in the “Clean and Green” program either prior to looking for competitive employment or presently.	The SE Team Leader might want to review the meaning of ‘competitive’ jobs and the focus on competitive jobs with the Employment Specialists regularly. Please review recommendation regarding fidelity item O6, Zero Exclusion.
11	Individualized Follow-along Supports	Berlin 5	<input checked="" type="checkbox"/> Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. <input checked="" type="checkbox"/> Employment Specialist provides employer support at clients’ requests. <input checked="" type="checkbox"/> Employment Specialist helps clients move onto more preferable jobs and also helps with school or certified training programs. <input checked="" type="checkbox"/> The site provided examples of different types of support including enhanced supports by treatment team members.	
		Conway 5	<input checked="" type="checkbox"/> Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. <input checked="" type="checkbox"/> Employment Specialists provide employer support at clients’ requests. <input checked="" type="checkbox"/> Employment Specialists help clients move onto more preferable jobs and also helps with school or certified training programs. <input checked="" type="checkbox"/> The site provided examples of different types of support including enhanced supports by treatment team members.	

#	Item	Rating	Rating Rationale	Recommendations
		Littleton 4	<input checked="" type="checkbox"/> Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. <input checked="" type="checkbox"/> Employment Specialists provide employer support at clients' requests. <input type="checkbox"/> Employment Specialists help clients move onto more preferable jobs and also helps with school or certified training programs. <input type="checkbox"/> The site provided examples of different types of support including enhanced supports by treatment team members.	The SE team might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team. There were several SE clients that appeared to be working successfully with limited SE support.
12	Time-unlimited Follow-along supports	Berlin 3	Of the clients reviewed, 50% received support within a week of starting his new job, while others had not received timely support before or after starting employment.	<p>The SE Team Leader should emphasize the need for the Employment Specialist to develop follow along support strategies for the critical time period right around job starts.</p> <p>The SE team also might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team.</p>
		Conway 4	Of the clients reviewed who began work after entering the SE program, all received support within a week of starting a new job and with 3 days after starting a new job, while 50% received support frequently after starting a new job.	<p>The SE Team Leader should emphasize the need for Employment Specialists to develop follow along support strategies for the critical time period right around job starts.</p> <p>The SE team also might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team.</p>

#	Item	Rating	Rating Rationale	Recommendations
		Littleton 3	<p>According to records reviewed, Employment Specialists, 50% have face-to-face contact within 1 week before starting a job, within 3 days after starting a job, and at least monthly for a year or more, on average, after working steadily.</p> <p>Several clients in the SE program were had been working for several years of steady employment with limited SE support, while several other SE clients obtained jobs independent of SE support. It appears there are several clients who might benefit from being transitioned to step down job supports from mental health worker following.</p>	<p>The SE Team Leader should emphasize the need for Employment Specialists to develop follow along support strategies for the critical time period right around job starts.</p> <p>The SE team also might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team.</p>
13	Community Based Services	Berlin 5	The Employment Specialist spends all of her total scheduled work hours in the community.	
		Conway 4	Employment Specialists spend 60% or more of their total scheduled work hours in the community.	The SE Team leader should work with their Employment Specialists on how to provide SE services more in the community setting. The SE Team Leader might consider reviewing Employment Specialists' calendars in advance of each week to evaluate how much time each Employment Specialist is planning to spend in the community. Providing services in the natural setting of the community is clearly associated with increased employment rate for clients.
		Littleton 5	Employment Specialists spend all of their total scheduled work hours in the community.	

#	Item	Rating	Rating Rationale	Recommendations
14	Assertive Engagement & Outreach by Integrated Team	Berlin 3	<p>Evidence that all 6 strategies for outreach and engagement are used:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Service termination not based on missed appointments or fixed time limits <input checked="" type="checkbox"/> Systematic documentation of outreach attempts <input checked="" type="checkbox"/> Engagement and outreach attempts made by integrated team members <input type="checkbox"/> Multiple home/community visits <input checked="" type="checkbox"/> Coordinated visits by Employment Specialist with integrated team member <input type="checkbox"/> Connect with family when applicable 	<p>When an SE client begins missing appointments or has difficulty engaging, it's imperative the Employment Specialist try and find out the reason(s) so the team can help the person solve any problems that might be getting in the way. Many of the outreach attempts noted were made via phone. The SE team leader might want to consider providing support to the Employment Specialist on how to outreach in other creative ways, such as utilizing home visits or family or other supports.</p>
		Conway 3	<p>Evidence that all 6 strategies for outreach and engagement are used:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Service termination not based on missed appointments or fixed time limits <input checked="" type="checkbox"/> Systematic documentation of outreach attempts <input checked="" type="checkbox"/> Engagement and outreach attempts made by integrated team members <input type="checkbox"/> Multiple home/community visits <input checked="" type="checkbox"/> Coordinated visits by Employment Specialist with integrated team member <input type="checkbox"/> Connect with family when applicable 	<p>When an SE client begins missing appointments or has difficulty engaging, it's imperative the Employment Specialist try and find out the reason(s) so the team can help the person solve any problems that might be getting in the way. Many of the outreach attempts noted were made via phone. The SE team leader might want to consider providing support to the Employment Specialists on how to outreach in other creative ways, such as utilizing home visits or family or other supports.</p> <p>Employment Specialists attending Mental Health Treatment team meetings on a weekly basis provides an effective forum for strategizing assertive engagement and outreach mechanisms with Mental Health Treatment team members.</p>

#	Item	Rating	Rating Rationale	Recommendations
		Littleton 4	<p>Evidence that all 6 strategies for outreach and engagement are used:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Service termination not based on missed appointments or fixed time limits <input checked="" type="checkbox"/> Systematic documentation of outreach attempts <input checked="" type="checkbox"/> Engagement and outreach attempts made by integrated team members <input checked="" type="checkbox"/> Multiple home/community visits <input checked="" type="checkbox"/> Coordinated visits by Employment Specialist with integrated team member <input type="checkbox"/> Connect with family when applicable 	<p>When an SE client begins missing appointments or has difficulty engaging, it's imperative the Employment Specialist try and find out the reason(s) so the team can help the person solve any problems that might be getting in the way. The SE team leader might want to consider providing support to the Employment Specialists on how to outreach in creative ways, such as utilizing family or other supports.</p>

BERLIN SE Score Sheet 2018	
Items	Rating 1 -5
Staffing	
1 Caseload size	5
2 Employment Services Staff	5
3 Vocational Generalists	5
Organization	
1 Integration of Rehab w/MH Treatment through team assignment	5
2 Integration of Rehab w/MH Treatment through frequent contact	4
3 Collaboration between Employment Specialists & Voc Rehab	2
4 Vocational Unit	1
5 Role of Employment Supervisor	3
6 Zero Exclusion Criteria	3
7 Agency Focus on Competitive Employment	3
8 Executive Team Support for SE	3
Services	
1 Work Incentive Planning	3
2 Disclosure	2
3 Ongoing, Work-based Vocational Assessment	2
4 Rapid Job Search for Competitive Employment	2
5 Individualized Job Search	2
6 Job Development- Frequent Employer Contact	3
7 Job Development- Quality of Employer Contact	5
8 Diversity of Job Types	4
9 Diversity of Employers	5
10 Competitive Jobs	2
11 Individualized Follow-along Supports	5
12 Time-unlimited Follow-along Supports	3
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Treatment Team	3
Total	85

115 – 125 = Exemplary Fidelity

100 - 114 = Good Fidelity

74 – 99 = Fair Fidelity

73 and below = Not Supported Employment

CONWAY SE Score Sheet 2018	
Items	Rating 1 -5
Staffing	
1 Caseload size	5
2 Employment Services Staff	5
3 Vocational Generalists	5
Organization	
1 Integration of Rehab w/MH Treatment through team assignment	5
2 Integration of Rehab w/MH Treatment through frequent contact	3
3 Collaboration between Employment Specialists & Voc Rehab	3
4 Vocational Unit	4
5 Role of Employment Supervisor	3
6 Zero Exclusion Criteria	3
7 Agency Focus on Competitive Employment	3
8 Executive Team Support for SE	3
Services	
1 Work Incentive Planning	3
2 Disclosure	3
3 Ongoing, Work-based Vocational Assessment	2
4 Rapid Job Search for Competitive Employment	3
5 Individualized Job Search	3
6 Job Development- Frequent Employer Contact	3
7 Job Development- Quality of Employer Contact	5
8 Diversity of Job Types	5
9 Diversity of Employers	5
10 Competitive Jobs	1
11 Individualized Follow-along Supports	5
12 Time-unlimited Follow-along Supports	4
13 Community-based Services	4
14 Assertive Engagement & Outreach by Integrated Treatment Team	3
Total	91

115 – 125 = Exemplary Fidelity

100 - 114 = Good Fidelity

74 – 99 = Fair Fidelity

73 and below = Not Supported Employment

LITTLETON SE Score Sheet 2018	
Items	Rating 1 -5
Staffing	
1 Caseload size	5
2 Employment Services Staff	5
3 Vocational Generalists	5
Organization	
1 Integration of Rehab w/MH Treatment through team assignment	5
2 Integration of Rehab w/MH Treatment through frequent contact	4
3 Collaboration between Employment Specialists & Voc Rehab	4
4 Vocational Unit	3
5 Role of Employment Supervisor	2
6 Zero Exclusion Criteria	3
7 Agency Focus on Competitive Employment	3
8 Executive Team Support for SE	3
Services	
1 Work Incentive Planning	3
2 Disclosure	4
3 Ongoing, Work-based Vocational Assessment	3
4 Rapid Job Search for Competitive Employment	2
5 Individualized Job Search	3
6 Job Development- Frequent Employer Contact	3
7 Job Development- Quality of Employer Contact	5
8 Diversity of Job Types	3
9 Diversity of Employers	3
10 Competitive Jobs	2
11 Individualized Follow-along Supports	4
12 Time-unlimited Follow-along Supports	3
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Treatment Team	4
Total	89

115 – 125 = Exemplary Fidelity

100 - 114 = Good Fidelity

74 – 99 = Fair Fidelity

73 and below = Not Supported Employment



Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF MENTAL HEALTH SERVICES

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February 21, 2018

Eric Johnson, CEO
Northern Human Services
87 Washington St.
Conway, NH 03818

Dear Mr. Johnson,

Enclosed is the Supported Employment Fidelity Report that was completed on behalf of the Division for Behavioral Health of the Department of Health and Human Services for Northern Human Services. This review took place from February 6th, 2018 through February 8th, 2018. The Fidelity Review is one component of compliance with the Community Mental Health Settlement Agreement to evaluate the quality of services and supports provided by New Hampshire's Community Mental Health Center system. It is also the goal that these reviews are supportive in nature and enable your Community Mental Health Center to identify areas of strength and areas in need of improvement. Through this, the outcomes and supportive services for all consumers will be improved.

NHS is invited to review the report and respond within 30 calendar days from date of this letter addressing the fidelity items listed below. These items have been chosen for your attention as your center scored a 3 or below on them. We ask that you develop a QIP for each item, within each Location or Team, and then upon completion we will work together to prioritize at least 3 to focus on throughout the next 12 months. In order to align QIPs across DHHS, please find the attached QIP response template. This template is our effort to integrate QSR and Fidelity SE Reviews into QIPs that communicate and support each other, further decreasing the administrative burden for your center. Please address these in a QIP to my attention, via e-mail, by the close of business on .

- Staffing
 - None to address
- Organization
 - Berlin Location
 - 3: Collaboration Between Employment Specialist and Voc Rehab Counselor
 - 4: Vocational Unit
 - 5: Role of Employment Supervisor
 - 6: Zero Exclusion Criterion
 - 7: Agency Focus on Competitive Employment
 - 8: Executive Team Support for SE
 - Conway Location
 - 2: Integration of Rehab with MH Treatment through Frequent Contact
 - 3: Collaboration Between Employment Specialist and Voc Rehab Counselor
 - 5: Role of Employment Supervisor

- 6: Zero Exclusion Criterion
 - 7: Agency Focus on Competitive Employment
 - 8: Executive Team Support for SE
 - Littleton Location
 - 4: Vocational Unit
 - 5: Role of Employment Supervisor
 - 6: Zero Exclusion Criterion
 - 7: Agency Focus on Competitive Employment
 - 8: Executive Team Support for SE
- Services
 - Berlin Location
 - 1: Work Incentive Planning
 - 2: Disclosure
 - 3: Ongoing Work Based Vocational Assessment
 - 4: Rapid Job Search for Competitive Employment
 - 5: Individualized Job Search
 - 6: Job Development-Frequent Employer Contact
 - 10: Competitive Jobs
 - 12: Time-unlimited Follow Along Supports
 - 14: Assertive Engagement and Outreach by Integrated Team
 - Conway Location
 - 1: Work Incentive Planning
 - 2: Disclosure
 - 3: Ongoing Work Based Vocational Assessment
 - 4: Rapid Job Search for Competitive Employment
 - 5: Individualized Job Search
 - 6: Job Development-Frequent Employer Contact
 - 10: Competitive Jobs
 - 14: Assertive Engagement and Outreach by Integrated Team
 - Littleton Location
 - 1: Work Incentive Planning
 - 3: Ongoing Work Based Vocational Assessment
 - 4: Rapid Job Search for Competitive Employment
 - 5: Individualized Job Search
 - 6: Job Development-Frequent Employer Contact
 - 8: Diversity of Job Types
 - 9: Diversity of Employers
 - 10: Competitive Jobs
 - 12: Time-unlimited Follow Along Supports

Thank you to all of the NHS staff for the assistance and time they dedicated to this review. Please contact me with any questions or concerns you may have.

Sincerely,



Lauren Quann, Administrator of Operations
Bureau of Behavioral Health
Lauren.Quann@dhhs.nh.gov
603-271-8376

Enclosures: SE Initial Fidelity Review
CC: Karl Boisvert, Diana Lacey, Susan Drown

*The Department of Health and Human Services' Mission is to join communities and families
in providing opportunities for citizens to achieve health and independence.*

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Quality Improvement Plan Template
Northern Human Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Collaboration Between Employment Specialists and Voc Rehab

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SEP Staff will reach out to the VR counselor for the Berlin area to request monthly face to face meetings.	Increased communication and collaboration between NHS & VR	4/2/18	VR Dependent	Nancy Bisson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Vocational Unit

SE Fidelity Baseline: ☒ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☒ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Due to fidelity requirements that there be 2 SEP providers to qualify as a vocational unit NHS is unable to improve scoring in this domain unless additional staff .

Improvement Strategies (select all that apply):

- ☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development
☒ Infrastructure improvement ☐ Other

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Berlin SEP specialist will continue participate in NHS Region wide SEP meetings/trainings in which case presentations/problem solving/ and team strategizing occurs.	Ongoing support for problem solving and developing strategies	4/2/18	Ongoing	Nancy Bisson
SEP supervisor will monitor SEP case loads and referrals to evaluate when it may be appropriate to advocate for additional SEP staffing.	Appropriate SEP staffing levels to address need.	4/2/18	Ongoing	Richard Laflamme

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Role of Employment Supervisor

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☒ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Conduct field mentoring with SEP staff at a minimum of 6 month intervals	Improve SEP provider skill sets and thus quality of SEP services.	4/2/18	Ongoing	Richard Laflamme

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Zero Exclusion Criteria

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☒ Other **Fidelity review rating rational notes**

that prevocational programs and protected work experiences such as agency run businesses are not consistent with zero exclusion and therefore it is highly unlikely that improvement in this domain can occur without a complete phase out of the agency run client businesses. Phasing out of any supports and services must be considered by the NHS board of directors and management team.

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SEP fidelity findings on this domain will be presented to the Program committee of the NHS Board of Directors as previous discussion related to disbanding client run business was not favored.	Determination on whether the board is willing to consider changing their position re: client run businesses.	3/15/18	6/30/18	Leann Despins
SEP Fidelity findings will be presented to the Executive Management Team for review and discussion.	Commitment to exploring process of transitioning agency run businesses to independently run organizations.	5/18/18	7/20/18	Leann Despins

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Agency Focus on Competitive Employment

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Will start up a work group for folks working or contemplating work. Group will focus on positive experiences and success stories	Increased referrals and focus on competitive employment	5/1/18	10/29/18	Nancy Bisson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Executive Team Support for SE

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement

☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
CEO will periodically attend staff meetings to engage in a 2-way dialogue about EBP services, including goals and challenges staff are experiencing.	1. Clear expression of agency commitment for SEP services to all NHS MH staff. 2. Increased understanding of/problem solving for challenges experienced by SEP providers	4/10/18	7/30/18	Eric Johnson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Work Incentive Planning

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☒ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Reach out to social security to do trainings at NHS with staff/clients about work incentive programs that are available a few times a year.	Increased understanding and awareness of work incentive plans amongst staff and consumers.	4/30/18	7/30/18	Nancy Bisson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Disclosure

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Document Disclosure discussions in progress notes and vocational assessments.	Clear documentation of disclosure discussions	3/23/18	Ongoing	Nancy Bisson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Ongoing, Work-based Vocational Assessment

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Integrate Job start and Job end forms into the SEP tab of the clinical record	More consistent updating of changes in goals, skills, strengths, experiences and work history.	4/16/18	6/30/18	Leann Despins

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Rapid Job Search for Competitive Employment

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Integrate Job end reports into the clinical record	Consistent documentation of when a job ends and a new employment search phase begins.	4/16/18	6/30/18	Leann Despins

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Individualized Job Search

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Integrate Job end forms into the SEP tab of the clinical record	Clear and Consistent documentation of what kind of work consumer wishes to look for next.	4/16/18	6/30/18	Leann Despins

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Job Development-Frequent Employer Contact

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Review Job development logs at weekly SE Team supervisions	Increase average # of face to face employer contacts to 5 a week.	4/2/18	Ongoing	Nancy Bisson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Competitive Jobs

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☒ Other The existence prevocational, protected employment client run business influenced the scoring for this domain.

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Provide education at staff meetings about SE services with emphasis about the benefits of competitive employment for consumers.	Increase referrals for SEP and a decrease of referrals for client run businesses.	4/30/18	Ongoing	Nancy Bisson
SEP fidelity findings on this domain will be presented to the Program committee of the NHS Board of Directors as previous discussion related to disbanding client run business was not favored.	Determination on whether the board is willing to consider changing their position re: client run businesses.	3/15/18	6/30/18	Leann Despins

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Time-unlimited Follow-along Supports

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Document follow along supports as part of SEP progress notes.	Consistent documentation of supports and services provided	3/30/18	Ongoing	Nancy Bisson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Berlin

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Assertive Engagement & Outreach by Integrated Treatment Team

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Increase engagement attempts in the community and document them on progress notes.	Clear documentation of engagement attempts	3/23/18	Ongoing	Nancy Bisson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Quality Improvement Plan Template
Northern Human Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Integration of Rehab w/ MH Treatment through frequent contact

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
During Treatment team meetings SEP providers will promote SEP as a possible resource for clients discussed in treatment team meetings	Increased SEP referrals	3/22/18	Ongoing	All Conway SEP providers.

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Collaboration between Employment Specialist & Voc Rehab

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

- ☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☒ Other Collaborative engagement attempts

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SEP Staff will reach out to the VR counselor for the Conway area to request monthly face to face meetings.	Monthly contact with VR counselor for Conway area	3/9/18	VR dependent	Jennifer Taylor

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Role of Employment Supervisor

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Conduct field mentoring with SEP staff at a minimum of quarterly intervals	Improve SEP provider skill sets and thus quality of SEP services.	4/2/18	Ongoing	SE Leader
Explore mechanisms for tracking employment rates.	Be able to identify current employment rates for SEP client in order to be able to establish new employment goals.	4/2/18	9/14/18	SE Leader

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Zero Exclusion Policy

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☒ Other **Fidelity review rating rational notes**

that prevocational programs and protected work experiences such as agency run businesses are not consistent with zero exclusion and therefore it is highly unlikely that improvement in this domain can occur without a complete phase out of the agency run client businesses. Phasing out of any supports and services must be considered by the NHS board of directors and management team.

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
The Conway office has fewer than 10 consumers who are employed part-time by NHS for maintenance. They will explore with management the possibility of phasing out such positions through attrition	Increased rate of competitive employment	4/2/18	9/14/18	SE Leader

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Agency Focus on Competitive Employment

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement

☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Conway will hold an SEP kick off that will feature client employment success stories that would be open to all State eligible consumers.	Increase focus on community based employment	4/2/18	4/30/18	SE Specialists
Employment rates will be shared with executive team members	Increase focus on competitive employment	5/1/18	Ongoing	SE Leader

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Executive Team Support For SE

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
CEO will periodically attend staff meetings to engage in a 2-way dialogue about EBP services, including goals and challenges staff are experiencing.	1. Clear expression of agency commitment for SEP services to all NHS MH staff. 2. Increased understanding of/problem solving for challenges experienced by SEP providers	4/10/18	7/30/18	Eric Johnson

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Work Incentive Planning

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☒ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Staff will contact social security to ascertain what incentive counseling trainings they have available	Increase understanding of work incentive plans that can be shared with clients	4/30/18	7/30/18	Sharon Eldridge
Staff will ask social security for flyers on work incentive programs	Increase understanding of work incentive plans that can be shared with clients	4/1/18	6/30/18	Sharon Eldridge
Contact GSIL for basic work incentives training for staff	Increase understanding of work incentive plans that can be shared with clients	4/1/18	7/30/18	SE Leader

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Disclosure

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Document Disclosure discussions in progress notes and vocational assessments.	Disclosure discussions are more consistently documented	3/23/18	Ongoing	SE Specialists

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Ongoing Work-based Vocational Assessment

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Integrate Job start and Job end forms into the SEP tab of the clinical record	More consistent updating of changes in goals, skills, strengths, experiences and work history.	4/16/18	6/30/18	Leann Despina

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Rapid Job Search for Competitive Employment

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Will discuss cases in supervision with an eye on when their first employer contact is.	Reduce time between enrollment in SEP and first employment contact.	3/28/18	Ongoing	All SEP team

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Individualized Job Search

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Staff will develop individualized treatment plan objectives to be added to client's current treatment plan.	To ensure that the entire treatment team knows the individualized plan for each SE client.	3/5/18	ongoing	SE Specialist
During weekly SE supervision, individualized employment objectives will be discussed and plans enhanced if needed.	To ensure that each SE Client has an individualized employment plan	3/14/18	Ongoing	SE Leader

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Job Development-Frequent Employer Contact

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Each SE Staff will make and document the appropriate number of employer contacts based on scheduled hours/week. FT SE staff will continue to make 6 employer contacts per week and PT SE staff will make 1 to 3 employer contacts per week.	To improve employment outcomes and build employer relationships	3/14/18	Ongoing	SE Specialist

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Competitive Jobs

SE Fidelity Baseline: ☒ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development

☒ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
The Conway location just hired a FT SE staff, who started on 1/8/18 who has grown her case load from 6 at the time of this review to 14 currently. We also have a FT ACT staff that was trained in SE mid-February 2018, who now has 2 SE cases.	With these staff additions, we anticipate the number of individuals employed will be more than 10 by next year.	3/14/18	3/2019	SE Specialists

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Conway

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Assertive Engagement & Outreach by Integrated Treatment Team

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
During weekly group supervision, SE team will problem solve engagement difficulties. Engagement problems will also be raised at the appropriate treatment team meetings to involve other team members in the discussion and to participate in the solution.	To have more individuals participating in SE	3/14/18	Ongoing	SE Specialist and SE Leader

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

SE Fidelity Quality Improvement Plan Template
Northern Human Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Vocational Unit

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☒ Workforce Development

☐ Infrastructure improvement

☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
An outline for SEP team supervisions will be outlined and will include elements such as sharing, problem-solving, review of client goals, sharing successes and job leads and discussing case coverage when needed.	More structured format to supervisions and increased support for problem solving and case coverage	4/2/18	5/30/18	Tom Pickford
Supervision frequency to increase to 1x weekly.	Increased collaboration amongst SEP staff	3/23/18	Ongoing	Tom Pickford

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Role of Employment Supervisor

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☒ Workforce Development

☐ Infrastructure improvement

☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
An outline for SEP team supervisions will be outlined and will include elements such as sharing, problem-solving, review of client goals, sharing successes and job leads and discussing case coverage when needed.	Increased review of employment goals and employment rates	4/2/18	6/1/18	Tom Pickford
Supervision frequency to increase to 1x weekly.	Increased support for SEP Providers	3/23/18	Ongoing	Tom Pickford
Conduct field mentoring with SEP staff at a minimum of 6 month intervals	Improve SEP provider skill sets and thus quality of SEP services.	4/30/18	Ongoing	Tom Pickford

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Zero Exclusion Criteria

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☒ Other **Fidelity review rating rational notes**

that prevocational programs and protected work experiences such as agency run businesses are not consistent with zero exclusion and therefore it is highly unlikely that improvement in this domain can occur without a complete phase out of the agency run client businesses. Phasing out of any supports and services must be considered by the NHS board of directors and management team.

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SEP fidelity findings on this domain will be presented to the Program committee of the NHS Board of Directors as previous discussion related to disbanding client run business was not favored.	Determination on whether the board is willing to consider changing their position re: client run businesses.	3/15/18	6/30/18	Leann Despins
SEP Fidelity findings will be presented to the Executive Management Team for review and discussion.	Commitment to exploring process of transitioning agency run businesses to independently run organizations.	5/18/18	7/20/18	Leann Despins

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Agency Focus on Competitive Employment

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SEP Providers will plan a story share BBQ in June & a SEP story share Holiday party in Dec. invite all clients in SEP and any clients/staff who want to join and learn more. Clients who share their stories will be entered in a drawing for a number of gift cards.	Increased SEP referrals and focus on benefits of competitive employment.	6/1/18	12/31/18	Lisa Morello Christina Osgood Thomas Pickford
Develop reports for rate of competitive employment for both the general state eligible and the SEP populations and share with Agency leadership and staff on a quarterly basis.	Information to help inform program development.	6/1/18	Ongoing	Leann Despins

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Executive Team Support for SE

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
CEO will periodically attend staff meetings to engage in a 2-way dialogue about EBP services, including goals and challenges staff are experiencing.	1. Clear expression of agency commitment for SEP services to all NHS MH staff. 2. Increased understanding of/problem solving for challenges experienced by SEP providers	4/10/18	7/30/18	Eric Johnson

NH Department of Health and Human Services
Bureau of Mental Health Services

Include additional forms if needed.

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Work Incentive Planning

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☒ Workforce Development

☐ Infrastructure improvement

☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Reach out to social security to do trainings at NHS with staff/clients regarding work incentive programs that are available a few times a year.	Increased understanding and awareness of work incentive plans amongst staff and consumers.	4/30/18	7/30/18	Lisa Morello Christina Osgood
Referrals made to external entities for incentive planning will be documented on SEP progress notes.	Consistent documentation of work incentive planning referrals	3/23/18	Ongoing	Lisa Morello Christina Osgood

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Ongoing Work-based Vocational Assessment

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☒ Process change ☐ Workforce Development

☐ Infrastructure improvement

☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Reassign primary staff member Essentia program 70 when an SEP provider leaves for the interim period before their replacement starts to avert a document triggering error that occurs when a document is supposed to be assigned to a primary staff member when that staff member has an inactive status in the staff master file.	During staff transitions supervisor will temporarily assign themselves in the SEP program so all annual documents are properly triggered.	3/23/18	Ongoing	Thomas Pickford
Integrate Job start and Job end forms into the SEP tab of the clinical record	More consistent updating of changes in goals, skills, strengths, experiences and work history.	4/16/18	6/30/18	Leann Despins

NH Department of Health and Human Services
Bureau of Mental Health Services

Include additional forms if needed.

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Rapid Job Search

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
As part of team supervision supervisor will review length of time in program to face to face contact with an employer.	Decreased duration between length in program and first fact to fact contact with employer	4/2/18	5/30/18	Thomas Pickford
Integrate Job end reports into the clinical record	Consistent documentation of when a job ends and a new employment search phase begins.	4/16/18	6/30/18	Leann Despins
SEP staff will utilize SEP Business contact notes to document employer engagement attempts	Consistent documentation of employer engagement attempts			

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Individualized Job Search

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Integrate Job end forms into the SEP tab of the clinical record	Clear and Consistent documentation of what kind of work consumer wishes to look for next.	4/16/18	6/30/18	Leann Despins
SEP staff will bring job development logs to SE team supervision to share job leads that might interest each other's clients.	Linking to clients to employment that matches their interest and goals.	4/2/18	5/30/18	Lisa Morello Christina Osgood

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Job Development-Frequent Employer Contact

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Review Job development logs at weekly SE Team supervisions	Increase average # of face to face employer contacts to 5 a week.	4/2/18	Ongoing	Lisa Morello Christina Osgood Thomas Pickford

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Diversity of Job Types

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
During SE team supervision meetings consumer goals will be reviewed and job development opportunities in line with their area of interest will be discussed	Increase in matching clients with employment opportunities that match their goals.	4/2/18	On-going	Thomas Pickford

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Diversity of Employers

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development
☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
During SE team supervision meetings consumer goals will be reviewed and job development opportunities in line with their area of interest will be discussed	Increase in matching clients with employment opportunities that match their goals.	4/2/18	On-going	Thomas Pickford

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Competitive jobs

SE Fidelity Baseline: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☒ 2 ☐ 3 ☐ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☐ Practice change ☐ Process change ☒ Workforce Development
☐ Infrastructure improvement ☒ Other The existence prevocational, protected
employment client run business influenced the scoring for this domain.

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Provide education at staff meetings about SE services with emphasis about the benefits of competitive employment for consumers.	Increase referrals for SEP and a decrease of referrals for client run businesses.	4/30/18	Ongoing	Lisa Morello Christina Osgood
SEP fidelity findings on this domain will be presented to the Program committee of the NHS Board of Directors as previous discussion related to disbanding client run business was not favored.	Determination on whether the board is willing to consider changing their position re: client run businesses.	3/15/18	6/30/18	Leann Despins

Include additional forms if needed.

NH Department of Health and Human Services
Bureau of Mental Health Services

Location: ☐ Littleton

Date: 3/15/18

SE Fidelity Area in Need of Improvement: Time-Unlimited Follow-Along Supports

SE Fidelity Baseline: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5

Improvement Target: ☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 by 2/12/19 (date)

Improvement Strategies (select all that apply):

☐ Policy change ☒ Practice change ☐ Process change ☐ Workforce Development

☐ Infrastructure improvement ☐ Other _____

Action Plan (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
During SE team supervision reviews a plan to transfer supports to non-SE staff will be reviewed for individuals who have been stably employed for 9 months.	Increased availability to provide more frequent/intensive employment supports to individuals starting a job.	4/30/18	Ongoing	Thomas Pickford

Include additional forms if needed.



Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF MENTAL HEALTH SERVICES

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March 27th, 2018

Eric Johnson, CEO
Northern Human Services
87 Washington Street
Conway, NH 03818

Dear Mr. Johnson,

The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Quality Improvement Plan submitted on March 15, 2018 that was in response to the SE Fidelity Review conducted on February 6, 2018 through February 8, 2018. I am happy to inform you that this QIP has been accepted. At the Department's discretion, information and documentation may be requested to monitor the implementation and progress of the quality improvement areas identified for incremental improvement. Follow up will be conducted on a quarterly basis using the attached SE Fidelity Review Quality Improvement Plan Progress Report.

Please contact myself if you have any questions regarding this correspondence at 603-271-8376, or by e-mail: Lauren.Quann@dhhs.nh.gov.

Many thanks for your dedication to provide quality services to individuals and families in your region. We greatly look forward to our continued work together.

Sincerely,

A handwritten signature in cursive script that reads "Lauren Quann".

Lauren Quann
Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
603-271-8376

LAQ/laq

Enclosures: NHS SE Quarter 1 Progress Report Template
CC: Karl Boisvert, Diana Lacey, Susan Drown, Julianne Carbin